



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, U.S. ARMY GARRISON FORT RICHARDSON
724 POSTAL SERVICE LOOP #6000
FORT RICHARDSON, ALASKA 99505-6000

IMPC-FRA-ZA

24 March 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Army Garrison Fort Richardson (USAG FRA) Organizational Improvement – Lean Six Sigma (LSS) (USAG-FRA-26)

1. References.

- a. Memorandum, Secretary of the Army, 28 Apr 2006, Subject: Transforming the Way We Do Business – Army Lean Six Sigma Deployment
- b. Deployment Order: Installation Management Command (IMCOM) Business Improvement – Lean Six Sigma (BI-LSS) Program Deployment
- c. Executive Summary: Installation Management Command (IMCOM), Pacific Region Business Improvement – Lean Six Sigma (BI-LSS) Action Plan
- d. AR 672-20, Incentive Awards, 29 January 1999

2. Purpose. To emphasize the garrison approach to organizational improvement through LSS execution. To date, our approach has been uncomplicated, yet a highly effective one. Through selection of a talented team of individuals as our Green Belt (GB) candidates; selection of projects having measurable impact on their organizations and customers; providing garrison-wide support and publicity; establishing challenging internal goals; and pursuing opportunities to showcase our projects at higher levels, our approach to LSS is a proven one yielding exceptional results.

3. Applicability. This memorandum is applicable to all USAG FRA senior leaders.

4. Commander's Intent. To communicate the approach and results attained since our garrison LSS efforts began in 2007. With an emphasis on effectiveness and efficiency and a quest for pursuing best practices, our garrison must continue to examine the services, processes, and procedures that fall within the dozens of base operation services we perform on behalf of our Soldiers and their Families. With these objectives as our ongoing goal, the garrison has achieved resounding success through LSS during FY08, to include:

- a. The "Brass Team" won three major awards: the Alaska Federal Executive Association Civilian Team Award; the IMCOM Gated Project Team Award; and the Department of Army Lean Six Sigma Excellence Award Program (LEAP) Team Award.

- b. Achieved 100% certification of belts and projects.
 - c. Completed five Define/Measure/Analyze/Improve/Control (DMAIC) projects: brass processing and disposal improvements; warehouse energy consumption improvements; lodging downtime reduction; increased efficiency in deployment cycle support; and increased efficiency in customer service at the Central Issue Facility (CIF).
 - d. Exceeded financial targets for LSS savings.
3. Responsibilities: Key personnel involved in LSS deployment and their responsibilities include:
- a. Deployment Director (DD) – Chairs Executive Quality Council (EQC) and approves LSS related awards.
 - b. Deputy Deployment Director (DDD) – Plans and administers the overall program and facilitates the EQC.
 - c. Resource Management Office (RMO) – Provides financial validation for each project (RMO personnel must attend resource management training prior to validating projects).
 - d. Directors and Division Chiefs – Recommend projects; nominate GB and/or Black Belt (BB) candidates; provide needed support to candidates to ensure projects are completed in a timely manner.
 - e. Garrison EQC – Members meet every other month and evaluate services, processes and procedures currently under an LSS project study; identify others that would benefit from a study; approve nomination of candidates; approve projects submitted in the pipeline; and discuss any relevant and pertinent LSS issues.
 - f. Project Sponsor – Director or other senior leader assigned to support an LSS project belt/team; writes project charter; approves project reviews and tollgates in Power Steering; and is accountable for project completion (Project Sponsors are required to attend training prior to sponsoring a project).
 - g. GB/BB – Recommended through their chain of command; GB completes two weeks of training and BB completes four weeks of training; must pass end of course exam; completes DMAIC project, ideally within six months of project start. The GB/BB will work closely with project sponsors and other team members. GB/BB will be afforded no less than 20% of their work time to work on LSS projects. The completed project will be submitted for certification through IMCOM Pacific to the Army Enterprise Task Force Office (ETF).

5. Incentive program. USAG FRA Directorates/Offices will provide incentive awards for participation in the LSS process. The criteria to establish eligibility for incentives is a valid project that culminates into tangible cost savings and/or cost avoidance to the command (AR 672-20, Chapter 7-1). The incentives will include but are not limited to:


a. A \$250 On-the-Spot Award or 8-Hour Time-Off Award to any employee who recommends a project that is submitted into the project pipeline. The employee is also expected to serve as a project team member. The Directorate/Office that benefits from the project will reward the employee.

b. Up to a \$2000 Special Act/Performance Award or 40-Hour Time-Off Award upon completion of certification. Directorates/Offices will be responsible for rewarding the belts on their staff who have obtained official certification from the Enterprise Task Force (ETF).

c. Belt and team member awards commensurate with project impact upon project completion (following AR 672-20, Chapter 7 guidelines).

6. Submission of belt/team awards and recognition is the responsibility of the DDD with oversight from the DD and will be accomplished within 45 days of project certification or project completion.

7. Point of contact for this policy is the USAG FRA Plans, Analysis and Integration Office Chief at 384-3942.



DAVID L. SHUTT
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Commanding